

STRATEGIC PLAN

for

ROOSEVELT-VANDERBILT NATIONAL HISTORIC SITES

FISCAL YEAR 2001 – 2005

(October 1, 2000 – September 30, 2005)

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Approved: _____
Superintendent Date

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I. INTRODUCTION AND OVERVIEW

About This Plan

This is the Strategic Plan for Roosevelt-Vanderbilt National Historic Sites, a unit of the National Park System, administered by the National Park Service, U.S. Department of the Interior. Our Plan includes our mission statements derived from the legislation establishing and affecting these parks. It contains our goals organized under goal categories and mission goals (the "in perpetuity" goals that encompass everything we do). It also contains long-term goals that describe in quantified, measurable ways examples of what we plan to achieve in the six-year period covered by this plan, October 1, 2000 through September 30, 2005, federal fiscal years FY2001-2005.

The content and organization of this Plan relates to the process established by the National Park Service under the Government Performance and Results Act of 1993 (GPRA) [see following sections]. Additional copies of this Strategic Plan are available by visiting or writing park headquarters at 4097 Albany Post Road, Hyde Park, NY 12538. We welcome questions and comments, which should be addressed to the Superintendent at this address. A copy of this plan is also available on our Web site at www.nps.gov/rova.

The Plan also contains a general section of "Strategies" on how goals will be accomplished, that briefly sketches the organization, facilities, and financial resources available to achieve the plan's long-term goals. There is a brief discussion of "Key External Factors" that could positively or negatively affect goal achievement. Each long-term goal has one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as how the goal will be accomplished. After these goal explanations, there is an overview of how results will be measured. Finally, there is a listing of those who were consulted in the development of the plan and a list of plan preparers.

Each year that this Strategic Plan is in effect there also will be an Annual Performance Plan covering one year increments of each long-term goal. The Annual Performance Plan will be available by January 1st each year. In addition to the Annual Performance Plan, we also use internal management documents to guide daily operations throughout the year. They detail the specific activities, services, and products that will be carried out or produced to accomplish goal results, and the dollars and people that will do it.

The Roosevelt-Vanderbilt National Historic Sites

The Roosevelt-Vanderbilt National Historic Sites are a vital part of America's national system of parks, monuments, battlefields, recreation areas, and other natural and cultural resources. This plan covers three units of the National Park Service - Home of Franklin D. Roosevelt National Historic Site, Vanderbilt Mansion National Historic Site, and Eleanor Roosevelt National Historic Site - which are managed under the umbrella title of Roosevelt-Vanderbilt National Historic Sites. The three Hyde Park, NY sites were established as follows: Vanderbilt Mansion in 1940 and Home of FDR in 1944 by Presidential Proclamation; and Eleanor Roosevelt NHS by Act of Congress in 1977. The three sites contain a combined 683 acres, preserve the historic residences and landscapes of three prominent figures of the Twentieth Century - Franklin and Eleanor Roosevelt and Frederick Vanderbilt - in perpetuity and makes this valuable part of America's heritage available to over 600,000 visitors each year for their experience, enjoyment, understanding, and appreciation. The National Park Service works closely with the National Archives and Records Administration which manages the FDR Presidential Library and Museum located on President Roosevelt's former estate. Both agencies are planning a joint visitor center/education complex to serve the Library and three National Park Service sites. The National Park Service and Franklin and Eleanor Roosevelt Institute are working cooperatively to restore Top Cottage - President Roosevelt's retreat/retirement cottage - and open it for public programs in the year 2001.

The National Park Service

The National Park Service (NPS), established in 1916, preserves outstanding examples of the best of America's natural, cultural, and recreational resources for the enjoyment, education, and inspiration of this and future generations. These resources of national significance constitute a significant part of America's heritage, character, and future. The National Park System consists of 379 park units located in nearly every state and territory of the nation. The National Park Service not only directly preserves these treasures, it also makes them available to millions of visitors from throughout the country and the world every year. NPS also has legislated responsibilities for natural and cultural resource conservation outside national parks in partnership with state and local governments, tribes, and non-profit organizations. These programs provide a variety of technical and/or financial assistance.

In consultation with Congress, OMB and other interested parties, the NPS developed its own implementation process to comply with the Government Performance and Results Act of 1993 (GPRA). Using an 8-step process, the NPS developed its first *Strategic Plan* in 1997. A copy of the current plan is available for review at Roosevelt-Vanderbilt National Historic Sites, 4097 Albany Post Road, Hyde Park, NY 12538. It is also available on the Internet at <http://www.nps.gov/planning>.

As part of its GPRA implementation process, NPS decided that each of its component parks, programs, and offices would develop and submit their own Strategic Plans, Annual Performance Plans, and Annual Performance Reports. These plans address applicable long-term goals in the NPS *Strategic Plan* and may add goals specific to their own legislative mandates, missions, resources, visitor services, and issues needs. The local plans are generally a blend of national and local missions and goals.

Government Performance and Results Act of 1993 (GPRA)

GPRA is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "*performance management revolution*" already embraced by private industry and many local, state, and national governments.

In a nutshell, *performance management* uses performance goals based on an organization's primary mission to guide daily actions and expenditures. Importantly, goals must be quantifiable and measurable results or outcomes, rather than efforts or outputs such as activities, services, and products. The established and proven performance management approach is to ***establish goals – allocate resources to accomplish those goals – take action/do the work – measure results – evaluate and report performance – use evaluation to adjust goals and reallocate resources – and continue the loop.*** This process sharpens our focus on accomplishing our mission in the most efficient and effective ways, and holds managers and employees accountable on a clear and measurable basis.

The approach seems so elegantly simple and logical that one is compelled to ask, "Isn't that what everyone is already doing?" In fact, most federal agencies have not traditionally done business this way. They have been funded by programs and activities rather than by goals. Too often they have conducted business year after year based on what they have always routinely done, rather than in pursuit of mission-oriented goals. Too often they have not measured their performance in terms of results achieved, but rather in level of activities conducted, products produced, or services provided – if they have measured performance at all. And too often managers and employees have not been held accountable for their performance in achieving concrete, results-oriented goals, and have not communicated the outcomes of their work to their important constituencies – the American people, the Congress, even the President. So performance management, as embodied in GPRA, is new, revolutionary, and vitally important to a more effective, efficient, and credible federal government.

This Plan is much more than just a response to legislative mandate, however. The law was a catalyst that caused the park staff to reexamine daily activities and routine products and services, as well as funding and staffing expended to accomplish them. It motivated and energized us to make sure these things are aligned with the missions of the National Park Service and the Roosevelt-Vanderbilt National Historic Sites, and the long-term goals established to achieve those missions. The results, we believe, will be better planning, better management, and better communication among ourselves and with all of our constituencies and stakeholders, about where we are, where we need to be, and how we are going to get there most effectively and efficiently.

II. MISSION STATEMENTS

The mission statements of the National Park Service at Roosevelt-Vanderbilt grow from the park's mandates found in the Proclamations and Legislation. Our mission statements are a synthesis of our mandated purposes and primary significance.

HOME OF FRANKLIN D. ROOSEVELT

Mission: Preserve the estate and memorial gravesite of the only four term President of the United States and one of the pivotal figures of the 20th century and enhance public understanding of Franklin D. Roosevelt's life.

ELEANOR ROOSEVELT NATIONAL HISTORIC SITE

Mission: Commemorate the life and work of an outstanding woman in American history and the issues and humanitarian concerns to which she devoted her considerable intellect.

VANDERBILT MANSION NATIONAL HISTORIC SITE

Mission: Preserve the estate of Frederick W. Vanderbilt which is representative and illustrative of the Gilded Age and significant in the economic, sociological and cultural history of the United States.

PURPOSE and SIGNIFICANCE: The purpose and primary significance of the sites are:

HOME OF FRANKLIN D. ROOSEVELT

Purpose and Significance: The life long home of President Franklin D. Roosevelt which he deeded to the Nation upon his death. The extant cultural landscape and viewshed that so influenced President Roosevelt is as important as the preservation of the structures and collections.

ELEANOR ROOSEVELT NATIONAL HISTORIC SITE

Purpose and Significance: Eleanor Roosevelt's intimate association with this site during the most prominent and influential period of her life, 1924 to 1962, was where she emerged as an individual. This is where she wrote many of her columns and books; formulated and lived her political and social beliefs; became active in increasing women's political involvement in society; operated Val-Kill Industries;

and worked as a delegate to the United Nations and First Lady of the World to create the International Declaration of Human Rights.

VANDERBILT MANSION NATIONAL HISTORIC SITE

Purpose and Significance: A splendid artifact of the period between the Civil War and World War I when financiers and industrialists lived in a style which consciously emulated European pomp. One of the earliest horticultural endeavors in the United States, begun in the late eighteenth century by Samuel Bard, and a significant example of 19th Century landscape design in the picturesque style.

III. STRATEGIES: Accomplishing Goals

We plan to accomplish our goals using the organization, facilities, and financial resources summarized below. These paragraphs provide a better understanding of what we are trying to accomplish and how we plan to do it.

Organization

Superintendent Sarah Olson leads the Roosevelt-Vanderbilt staff which is organized into six operating divisions: Resource Management, Interpretation, Visitor Protection, Maintenance, Museum Services, and Administration. Staff expertise and specialties include a permanent work force of 50 permanent positions, and 20 seasonal positions. This work force is supplemented by over 15,000 hours of Volunteers-in-Parks service by 220 volunteers, and 3 Student Conservation Assistants. See Appendix B for organization chart and position list.

Our staff will be supplemented and/or supported by assistance or expertise from various other NPS parks and central offices, and other partners or organizations. Staff from the National Park Service's Boston Support Office will work with us on planning involving Top Cottage or alternate transportation systems for Goal IIb1. The NPS Northeast Regional Office will assist us in constructing a new cooperative visitor center with the National Archives to help ensure we have satisfactory facilities to achieve Goal IIa1. The Olmsted Center will help us inventory and evaluate our historic cultural landscapes and archeological resources for Goals IIb for better data on which to make informed decisions about our resources. In addition to helping accomplish education and visitor service goals through literature sales and donation, the Roosevelt-Vanderbilt Historical Association, will provide five sales clerks at three visitor contact stations. The Frederick W. Vanderbilt Garden Association and Beatrix Farrand Garden Association will maintain the Vanderbilt and Farrand gardens respectively.

Facilities

Park facilities and infrastructure for accomplishing our goals includes: one visitor center with exhibits and interpretive literature sales, two contact stations, two self-guiding trails, six miles of hiking trails, ten miles of roadways, one central and two auxiliary maintenance facilities, main park headquarters, museum collections facility and nine employee housing units for protection and management of park resources.

Financial Resources

Financial resources available to achieve the park's goals include an annual base operating budget of approximately \$3,291,000. The park's base budget will be supplemented by approximately \$350,000 in fee enhancement funds from user fees. Special project and program funds are distributed by the National Park Service regional and Washington offices. Achieving our goal performance targets is critically dependent on our base funding and on these additional project funds, volunteer assistance, partnerships and donations.

Please note that the goals in this plan assume a "flat budget". Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations were known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) were "reasonably assured", they too were taken into consideration when setting performance targets. Obviously, limits on

funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with what we already have. Performance target numbers speak for themselves about how well funded we are to accomplish our mission, and where targets are low, additional budget discussions might be generated. But this is not the primary purpose of the plan.

We would, however, be remiss in our duties as stewards of the priceless natural and cultural resources that are in our care if we did not duly note that we are under-funded and under-staffed to fully achieve our important mission and goals. We also recognize, however, that we are but one of many worthwhile federal enterprises which compete for scarce tax dollars, and we are pursuing a wide variety of alternative management, funding, and staffing scenarios to supplement our appropriations. In the meantime, we welcome the opportunity to respond to the requirements of GPRA with this *Strategic Plan* and its companion documents to better plan, manage, and communicate how - and how well - we are achieving our mission through performance goals supported by existing, and largely flat, levels of funding.

Program Evaluations

The staff at Roosevelt-Vanderbilt National Historic Sites participated in two strategic planning efforts including the initial efforts of GPRA. Those efforts resulted in three Strategic Plans, one for each of the sites, and an analysis of resource values based on their significance. Mission, purpose and significance statements were developed for each site.

Critical operations were evaluated and public services were curtailed due to lack of funding. Increased funding from the fee enhancement program has led to the reestablishment of public services. Maintenance and curatorial services have continued at a basic level, but are insufficient to improve building, structure or collection conditions.

Annual accountability reviews (ACT) and evaluation of annual performance reports have led to the establishment of more realistic annual goals. Originally, goals mirroring the national levels of achievement were established, but analysis supported an adjustment to those goals and set them at a level that is appropriate to the staff and funds available at the sites.

An annual evaluation will be conducted as part of the annual reporting and accountability process to determine how well we have performed in meeting our goals. Adjustments based on available staff and funds will be done annually.

IV. KEY EXTERNAL FACTORS

Park management and staff can plan, manage, and control much of what occurs in the park. Sometimes they can influence factors external to park boundaries that affect the park. Other factors, such as natural events, are beyond managing or influencing. All of these things can negatively or positively affect goal outcomes. A few of the most important or most likely are briefly identified below. This is not an exhaustive list but simply those factors that are most likely to influence outcomes at the time this plan was written.

The popularity of the Roosevelt-Vanderbilt National Historic Sites is expected to continue and present even greater challenges both in terms of cultural and natural resource preservation and visitor use. The development of a joint visitor center/education complex with the National Archives; opening of Top Cottage; and continued growth of the tourist industry will place special demands on park staff. Additional factors affecting performance include:

- ♦ The cost of maintaining and restoring natural and cultural resources are escalating.
- ♦ The implementation of new programs that emphasize wise use of limited resources and sustainable practices.
- ♦ A significant increase in the number of projects requiring compliance reviews under the National Environmental Policy Act and/or Section 106 of the Historic Preservation Act

- The National Parks and Omnibus Act of 1998 (Public Law 105-391) established major new responsibilities for employee training and career development, natural resources inventory and monitoring, and cooperative research studies.
- Town of Hyde Park zoning and planning decisions on proposed development on lands adjacent to the parks may affect traffic and transportation access to the sites and visitor experiences.
- Water quality downstream from the site and upstream activities affect water quality coming into the Eleanor Roosevelt site, impact aesthetics, affect wildlife species of special concern and public health.
- In 1974 and 1975 the Morgan Estate called Bellefield which borders the Home of FDR National Historic Site along its northern boundary was acquired through donation. This property includes nationally significant historic buildings which currently house park Headquarters and administration; provide 2 park housing units, and an estate setting. The grounds of Bellefield have significance in their own right as a cultural landscape, and for the formal garden designed by Beatrix Farrand, a well-known landscape architect. The operating funds for the Home of FDR National Historic Site are inadequate to cover the increased costs of grounds and building maintenance incurred as a result of the Bellefield donation. For these reasons we have:(a) established a new partnership with the Volunteer Farrand Garden Association to restore and maintain the formal garden, (b) continue to evaluate alternative methods to meet maintenance costs, and (c) re-evaluated the proposal to move Headquarters operations to an alternate park location.
- Three National Historic Sites are managed as the Roosevelt-Vanderbilt National Historic Sites (ROVA) under a single Superintendent. Despite the efficiency gained by such management, operating funds and special project funds are inadequate to preserve historic landscapes and buildings and to provide for full year-round operation of the sites. The Fee Demonstration Program enacted by Congress and in place at ROVA will provide revenue to partially address the maintenance backlog.

V. GOALS

Goal Categories and Mission Goals

The NPS performance management process requires all units of the NPS to organize goals and efforts under four goal categories in broad, nationwide, “in perpetuity” mission goals that state ideal future conditions. These mission goals encompass all we do and a brief explanation about each one is below.

Goal Category I Preserve Park Resources

This category addresses all goals that relate to the condition of natural and cultural resources and the acquisition of knowledge from and about them. It includes the concepts of biological and cultural diversity to ensure park resources are preserved and interpreted in relationship to the broader ecosystem and cultural context that extend beyond the park to nearby lands. Park cultural context means that park resources are managed in relation to other historical events or cultural processes.

The long-term goals related to this category are shown in the next section and include the protection, restoration, or maintenance of ecosystems, rare or endangered plant and animal populations, archeological and ethnographic resources, historic structures and cultural landscapes, museum objects, and research collections. Mission Goal 1a focuses on the condition of these resources. Mission Goal 1b focuses on obtaining and using scholarly and scientific knowledge about these resources for us to make better informed decisions.

1a Natural and cultural resources and associated values are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Ib The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Goal Category II Provide for the Public Use and Enjoyment and Visitor Experience of Parks

This category includes all goals for visitor satisfaction, enjoyment, safety, appreciation, and understanding. It includes the mandate found in the NPS Organic Act “to provide for the enjoyment of the [resources] in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.”

The long-term goals related to this category are shown below and include programs, facilities, services, and recreational opportunities affecting the enjoyment, understanding and safety of visitors from all over the nation and the world. Mission Goal IIa covers facilities and services such as visitor centers, roads and trails, recreational opportunities and keeping visitors safe. Mission Goal IIb is about helping visitors learn more about park resources and significance so they will enjoy their visit more, support preserving this country’s heritage, and gain a better understanding of the experiences and peoples that built this nation.

IIa Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

IIb Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.

Goal Category III Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

(This mission goal refers to the legislated NPS partnership programs that assist others outside of park units to preserve our natural and cultural and recreational resources.)

Goal Category IV Ensure Organizational Effectiveness

This category includes all goals that support the mission of the park and the NPS, and the focus is on governmental processes rather than the results. Goals in this category measure various workplace standards and cover those things that will help us be more responsive, efficient, effective, and accountable.

IVa The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

IVb The National Park Service increases its managerial resources through initiatives and support from other agencies, organizations, and individuals.

Long-Term Goals

Long-term goals are examples of how we will make progress toward the mission goals above, and how we will contribute to nationwide NPS goals during the period of this Plan. The numbering sequence for long-term goals follows that of the NPS Servicewide plan so that our contributions can “roll up nationally” into NPS accomplishments. Goal numbers may not be consecutive - where numbers are left out, an NPS goal does not apply to Roosevelt-Vanderbilt National Historic Sites. Associated goals that are similar to NPS goals but not identical with NPS criteria, optional goals, and goals specific to this park contain a zero (0) or an X in the number. Goal categories and mission goals are in regular type. *Long-term goals are italicized.* Each year, by January 1st we will also produce an Annual Performance Plan that shows how much of each long-term goal we intend to accomplish during that fiscal year. We will assess what we actually accomplished in an Annual Performance Report at the end of each fiscal year.

Goal Category I Preserve Park Resources

Ia Natural and cultural resources and associated values at Roosevelt-Vanderbilt National Historic Sites are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Ia1B Exotic Vegetation Species - By September 30, 2005, exotic vegetation (Black Locust, barberry, ailanthus and other alien vegetation species) on 68 (80%) of 85 targeted acres of park land is contained.

Control measures will include hand and chemical control methods.

Measuring goal achievement and verification of measures will be by on-the-ground inspection, photo documentation, and completion reports.

Ia2x Native Species of Special Concern - By September 30, 2005, 10 of 11 (90%) of Roosevelt-Vanderbilt National Historic Site's populations of plant and/or animal species of special concern are at scientifically acceptable levels.

Blanding's Turtle is the only State listed threatened animal species known to be in the park. There also are 7 species of State listed endangered plants in the park. Monitoring protocols and coordination with State biologists will continue. The Red Back Salamander is an indicator species and monitoring of habitat and population levels will continue.

Measuring goal achievement and verification of measures will be by on-the-ground inspection, radio tracking, population counts and observations.

Ia4 Water Quality - By September 30, 2005, Roosevelt-Vanderbilt National Historic Sites have unimpaired water quality.

Water quality will be sampled at four locations, four times each year and analyzed based on State of New York standards for non-public water sources.

Measuring goal achievement and verification will be by analyzing and reviewing lab reports.

Ia5 Historic Structures – By September 30, 2005, 5 structures (3%) of Roosevelt-Vanderbilt National Historic Site's 137 historic structures on the 1999 National Park Service List of Classified Structures are in good condition.

The park has a total of 137 structures on the List of Classified Structures, the National Park Service's official inventory and database of important historic structures, as of the end of 1999, the baseline year for this goal. 46 of those structures are within critical core historic zones of the three historic sites. Five (5) of those structures are already determined to be in good condition, i.e. requiring only routine and cyclic maintenance, but no major repair or rehabilitation. Work includes all routine maintenance to keep the 5 structures in good condition.

Protection rangers will conduct daily patrols and perform twice daily security checks on each structure in the core areas.

Measuring goal achievement and verification of measures will be by on-the-ground inspection, photo documentation, completion reports, patrol logs, and inspection by park staff.

Ia6 Museum Collections – By September 30, 2005, 474 of 790 (60%) of preservation and protection standards for Roosevelt-Vanderbilt National Historic Site's museum collections are met.

Museum services staff will provide routine maintenance and cleaning of exhibit rooms.

Maintain exhibited and stored collections, ensure fire and security protection, and implement procedures for proper use of the collections.

Natural resource management staff will monitor pest levels in areas housing museum collections.

Measuring goal achievement and verification of measures will be by supervisory inspection, photo documentation, and completion reports.

Ia07 Cultural Landscapes – By September 30, 2005, Roosevelt-Vanderbilt National Historic Sites will monitor and maintain in existing condition potentially eligible cultural landscapes.

Cultural landscapes are the physical environment associated with historical events and include the settings associated with each of the park's major historic houses.

Measuring goal achievement and verification of measures will be by on-the-ground inspection, photo documentation, and completion reports.

Ib The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Ib2A Cultural Resource Baselines, Archeological Baseline – By September 30, 2005, archeological site inventories will be completed at two of the three parks and identified archeological sites will be inventoried, evaluated and listed in the National Park Service's database.

An archeological assessment was conducted at the Home of FDR in FY99 and information will be completed by the end of FY00 by the Regional coordinator's staff. An archeological assessment at Vanderbilt Mansion will be conducted during FY00 with data results completed by the end of FY01 and entered into the NPS database by the Regional coordinator's staff.

Ib2C Cultural Resource Baselines, Historic Structures – By September 30, 2005, 137 structures (100%) of Roosevelt-Vanderbilt National Historic Site's 137 historic structures on the List of Classified Structures have updated information in their LCS records.

Measuring goal achievement and verification of measures will be by completion reports and number of updated records.

Ib2D Cultural Resource Baselines, Museum Objects – By September 30, 2005, 38,000 of 75,700 museum objects (50%) of Roosevelt-Vanderbilt National Historic Site's museum objects are cataloged.

The park is working to bring all of its 75,700 objects to a basic record level called registration. Once all records are brought to the registration level, we will begin to bring all records to the full catalog level required in ANCS+. Any new objects added to the collection will be cataloged at the full catalog level.

Measuring goal achievement and verification of measures will be by completion reports and annual ANCS+ reports.

Ib3 Vital Signs - By September 30, 2005, Roosevelt-Vanderbilt National Historic Sites will have identified its vital signs for natural resource monitoring.

Vital signs are indicators of the key ecological processes which measure the function of a healthy ecosystem.

Identifying vital signs and status of other resources of special concern is the first step in determining the condition and trend of natural resources within the park and their connection to the broader ecosystem.

Measuring goal achievement and verification of measures will be by on-the-ground inspection, photo documentation, completion reports and monitoring protocols established.

Goal Category II Provide for the Public Enjoyment and Visitor Experience of Parks

Ila Visitors safely enjoy and are satisfied with the availability, accessibility, diversity and quality of Roosevelt-Vanderbilt National Historic Sites facilities, services and appropriate recreational opportunities.

Ila1 - Visitor Satisfaction - By September 30, 2005,

At Eleanor Roosevelt NHS, 95 percent of visitors will be satisfied with appropriate park facilities, services and recreational opportunities.

At Home of FDR, 97 percent of visitors will be satisfied with appropriate park facilities, services and recreational opportunities.

At Vanderbilt Mansion, 100 percent of visitors will be satisfied with appropriate park facilities, services and recreational opportunities.

Annual visitor surveys will be conducted at each site and progress and achievement will be measured at each site. This goal measures visitor satisfaction with visitor centers, signs, brochures, availability of uniformed services, and condition of rest rooms and buildings.

Natural resources and museum services will provide base data and information to the staff for development of interpretive programs.

The fee program will continue at existing levels.

Maintenance will maintain all 114 utility systems in working order with 98 in good condition. Roads will be maintained in good condition and the trails will be kept passable.

Measuring goal achievement and verification of measures will be by plan development, photo documentation, completion reports and an annual survey of visitors to document percentage of visitors satisfied with appropriate services, facilities and recreational opportunities.

IIa2 - Visitor Safety - By September 30, 2005, the number of visitor accidents/incidents at Roosevelt-Vanderbilt NHS will be no higher than the FY92- FY96 five year annual average of 4.99.

Visitor Protection will develop an emergency response plan and review and revise, as necessary, visitor safety information. Patrols of high incidence accident areas and correction of observed and reported hazards will be completed.

Measuring goal achievement and verification of measures will be by plan development, patrol log, photo documentation and completion reports.

IIb Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.

IIb1 - Visitor understanding and appreciation - By September 30, 2005,

At Eleanor Roosevelt, 50% of visitors will understand and appreciate the significance of the site.

At Home of FDR, 50% visitors will understand and appreciate the significance of the site.

At Vanderbilt Mansion, 50% of visitors will understand and appreciate the significance of the site.

Interpretive programs will continue to be presented and will be maintained at least at the same level as FY98. The Interpretive Division will conduct programs at Top Cottage.

Measuring goal achievement and verification of measures will be by plan development, and an annual survey of visitors to determine the percentage of visitors that know and understand the significance of the site they are visiting.

Goal Category IV Ensure Organizational Effectiveness

IVa The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

IVa3A - Workforce Development and Performance - By September 30, 2005, 100% of Roosevelt-Vanderbilt National Historic Sites employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

Measuring goal achievement and verification of measures will be by supervisor review and employee evaluations.

IVa4 - Workforce Diversity - Increase the representation of underrepresented groups over the 1999 baseline:

IVa4A - By September 30, 2005, the number of Roosevelt-Vanderbilt National Historic Sites permanent positions in the 9 targeted occupational series filled by employees from underrepresented groups is maintained at the FY99 level of 9.

Measuring goal achievement and verification of measures will be by annual reports.

IVa4B - By September 30, 2005, the total number of Roosevelt-Vanderbilt National Historic Sites temporary/seasonal positions annually filled by women and minorities is increased from 15 in FY99 to 20 (33 % increase).

Measuring goal achievement and verification of measures will be by annual reports.

IVa4C - By September 30, 2005, the number of Roosevelt-Vanderbilt National Historic Sites permanent positions filled by employees with disabilities is increased from 1 in FY99 to 2 (100% increase).

Measuring goal achievement and verification of measures will be by annual reports.

IVa4D - By September 30, 2005, the number of Roosevelt-Vanderbilt National Historic Sites temporary/seasonal positions filled by employees with disabilities is maintained at the FY99 level of 4.

Measuring goal achievement and verification of measures will be by annual reports.

IVa5 - Employee Housing - By September 30, 2005, the number of Roosevelt-Vanderbilt National Historic Sites employee housing units listed in poor or fair condition is reduced from 3 in FY97 assessments to 3 (0% reduction).

Three of nine housing units are listed in fair or poor condition. All available funds and work maintain the six units already in good condition at that level.

Measuring goal achievement and verification of measures will be by supervisor review and completion reports.

IVa6A - Employee Safety (Lost time Accidents) - By September 30, 2005, the number of park employee lost time injuries is maintained at or below the FY92 - FY 96 five year average of 2.2.

Measuring goal achievement and verification of measures will be by supervisor review and accident reports.

IVa6B - Employee Safety (Hours of Worker's Compensation) - By September 30, 2005, the number of hours of Continuation of Pay (COP) at the park will be at or below 192.

Measuring goal achievement and verification of measures will be by supervisor review and number of hours of COP reports.

IVa7 - Line-Item Construction - By September 30, 2005, 100% of line-item projects funded by September 30, 1998, and each successive fiscal year, meet 90% of cost, schedule and construction parameters.

Measuring goal achievement and verification will be by supervisor review and project reports.

IVb The National Park Service increases its managerial resources through initiatives and support from other agencies, organizations, and individuals.

IVb1 - Volunteer Hours - By September 30, 2005, the number of park volunteer hours is increased from 17,159 in FY97 to 18,000 (5% increase).

Measuring goal achievement and verification of measures will be by supervisor review and volunteer hour reports.

IVb2A - Donations and Grants - By September 30, 2005, cash donations to the park are increased from \$6,710 in FY97 to \$73,800 (1,000% increase).

Measuring goal achievement and verification of measures will be by supervisor review and deposit reports.

IVb2C - Donations and Grants - By September 30, 2005, the cash value of in-kind donations, grants, and services to the park from the Roosevelt Vanderbilt History Association is maintained at the 1997 level of \$3,978.

Measuring goal achievement and verification of measures will be by supervisor review and Association reports.

IVb4 - Fee Receipts - By September 30, 2005, the park receipts from park entrance, recreation, and other fees are increased from \$575,000 in FY97 to \$920,000 (60% increase).

Measuring goal achievement and verification of measures will be by supervisor review and fee reports.

VI. MEASURING RESULTS

Measuring goals and determining results is a critical part of GPRA. In many areas, we will measure results by completion reports and on-site observation. Control of exotic species within the 85 acres of treatment area is easily measured and results determined by measuring the acreage treated. Water quality is evaluated by lab tests and reports from the State of New York and the status of species of special concern is measured by population counts and telemetry tracking. Cultural resources such as structures and landscapes are measured by observation and cyclic maintenance work with accompanying photos and reports. A survey is used both for IIa1-Visitor Satisfaction and IIb1-Visitor Understanding. Virtually all of the Category IV documentation is measured by reports and internal accountability. Each goal within the plan identifies the specific means of measuring and verifying the results.

VII. STRATEGIC PLAN PREPARERS

The following park staff members were involved in preparing this Strategic Plan:

Sarah Olson	Superintendent
Bruce D. McKeeman	Deputy Superintendent
Marilyn Keeler	Administrative Officer
Scott Rector	Chief of Interpretation
Henry Van Brookhoven	Facility Manager
Anne Jordan	Chief Curator
David Hayes	Natural Resource Specialist
Bruce Edmonston	Chief Ranger

Final Plan Writer and GPRA Coordinator - Bruce D. McKeeman, Deputy Superintendent, (914) 229-9115, bruce_mckeeman@nps.gov

VIII. CONSULTATIONS

We consulted directly and indirectly with a variety of individuals and organizations in developing our original plan; they are shown below. All comments were carefully considered. NPS also consulted with Congress, the Office of Management and Budget (OMB), and the Department of the Interior in the development of the NPS plan.

LIST OF CONSULTATION WITH STAKEHOLDERS

September 1995: Two day meeting with community leaders, key National Park Service staff, and park partners to discuss the need for strategic planning, identify issues and concerns, and discuss desired futures for each of the National Historic Sites (NHS), including the Home of F.D. Roosevelt NHS, the Vanderbilt Mansion NHS, and the Eleanor Roosevelt NHS.

August 1996:	Final Draft Roosevelt-Vanderbilt Strategic Management Plan is presented to Regional Director and her key staff.
March 1997:	Briefing on the plan is presented to Congressman Gerald Solomon's [(R) 22nd District] Chief of Staff Gleason and District Representative Purner.
March 1997:	Facility Manager meets with Frederick W. Vanderbilt Garden Association.
May 1997:	Superintendent meets with park staff to discuss Government Performance and Results Act planning process and long term goals expressed in the Home of F.D.R. National Historic Site Strategic Plan, the Vanderbilt Mansion National Historic Site Strategic Plan, and the Eleanor Roosevelt National Historic Site Strategic Plan.
May 1997:	Superintendent meets with Roosevelt-Vanderbilt History Association about the Strategic Plans for the Vanderbilt Mansion, the Home of F.D.R., and the Eleanor Roosevelt National Historic Sites.
June 1997:	Superintendent meets with Hyde Park Historical Society about Strategic Plan for the Vanderbilt Mansion National Historic Site.
July 1997:	Deputy Superintendent briefs the Executive Director of Eleanor Roosevelt's Val-Kill, Inc., on the Strategic Plan for Eleanor Roosevelt National Historic Site.
January 1999:	Park requests to combine the Strategic Plans for the three sites into a single plan with individual components for each site where necessary. Approval is received to combine plans when they are updated.
March 2000:	Revisions to the Strategic Plan completed and plans combined into a single plan for Roosevelt-Vanderbilt National Historic Sites.

APPENDIX

Roosevelt-Vanderbilt National Historic Sites

